

# Acquisition Community Management Plan



Naval Facilities Engineering Command



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Naval Facilities Engineering Command



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## ACQ Community Vision

The vision of the Acquisition Contracting Community is to continue shaping and transforming the civilian contracting workforce to meet current and future requirements. The contracting community continues to evolve into a highly skilled, business-oriented workforce. In order to provide innovative, efficient and effective service to NAVFAC clients, a strategy for the recruitment, development, retention and succession planning of the contracting workforce is essential. This plan provides an ongoing strategic approach to the continuous shaping of the contracting workforce.

The acquisition vision includes the following efforts:

- Provide our workforce the tools and skill-sets necessary to succeed in traditional and nontraditional acquisition strategies.
- Empower the contracting workforce with the authority and skills to handle demanding acquisition responsibilities.
- Implement a plan to recruit, develop, motivate, and retain a multi-functional contracting workforce.
- Shape and size existing workforce to meet emerging challenges.
- Support client needs by maximizing contracting authority at the local activity by having at least one DAWIA Level III APC Certified Contract Specialist in each ROICC office.
- Utilize innovative processes and information technology to improve contract execution.
- Implement “succession” strategies for critical acquisition positions to ensure continued level of expertise and transfer of knowledge.

The future focus of the ACQ Contracting Workforce is captured succinctly in the table on page 2. Overall, the ACQ Contracting Workforce will move from an outcome oriented, risk sensitive workforce to a cadre of solution oriented decision-makers that temper decisions with risk management. The decisions of the future acquisition workforce will be more business oriented rather than contract decisions.

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## ACQ Community Vision

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1995 Contracting Personnel	2000 Acquisition Professional	2005 Business Management
Regulation Driven (FAR Based Decisions)	Outcome Oriented (SOC/TOC/MACCs)	Solution Oriented (Align Clients' Needs to Contract Objectives)
Process Dominated	Customer/Client Integration	Business Acumen Vice Contract Decision
Formula Based (Sealed Bid)	Introduction of Subjective Decision Making Skills (Best Value)	Sophisticated Decision Making Skills (Special Venture; Design-Build, Operate, and Maintain)
Professionalism and Workforce Alignment (11xx transfer)	Introduction of Professional Requirements (Section 808) (College degree + 24 Bus hrs)	Professional Rqmts Enhanced By Increased Responsibility (Acquisition Professional Community, Certified Professional Contracts Manager)
FAR/DAWIA Training	Skills Assessment/Intro to Community Management	Continuous Learning and Continuing Education
Risk Averse	Risk Sensitive	Risk Management
Individual Legacy programs for Contracting	Standard Procurement System (SPS)	Web-based Acquisition (Procurement, Administration, Contract Management)
Prescriptive Approaches (Traditional "how to")	Increased use of Performance Based Specifications	All Service Acquisitions Using Performance Based Specifications (Outcome/Metric Oriented)
PCO Efficiency	Contracting Interdependency	Acquisition Effectiveness (Emphasis on ACO Functions)

NAVFAC ACQ supports all business and support lines across our global operations. In doing so, ACQ provides expertise, authority, community management and process enablers for Naval Facilities Engineering Command (NAVFAC) acquisition contracting personnel. The ACQ Contracting Community provides Acquisition leadership through:

- Establishment of the acquisition strategic vision for the Command,
- Serving as senior advisor to the Commander, NAVFAC for acquisition issues and business practices,
- Management of training and warrant authority for NAVFAC's acquisition (DAWIA) workforce in the contracting career field,
- Development of innovative acquisition polices and strategies for complex issues,
- Providing knowledge management transfer web-sites, and
- Execution of non-traditional acquisition requirements

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## ACQ Community Vision

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The type of work the contracting workforce is executing will continue to change and become more complex and challenging. The contracting workforce has been reduced by approximately 30% since 1997. Continued restructuring and downsizing, combined with increased responsibilities have resulted in an inability to maintain the same level of contracting support experienced in the past. As a result, we need to identify more efficient acquisition strategies and provide new skills aligned to accomplish NAVFAC's strategic vision. More specifically, we have an immediate challenging task in developing skills involved in making or closing deals in arenas which are not traditional to NAVFAC's contracting mission. These new arenas include special venture acquisitions, privatization of utilities, strategic sourcing and A-76 actions, regional strategies for base support, and new applications of risk-based strategies for environmental and BRAC projects. Emerging strategies will include new alliances with other SYSCOMs and renewed professional relationships with industry associations. The development of business skill and competencies will require more innovative training techniques; techniques which, in and of themselves, are non-traditional.

The NAVFAC Acquisition Contracting Community's short-term goal is to build a blueprint that will establish competencies that will "dominate" the future acquisition professional field, and shape our success. Our long-term goal is to create an acquisition workforce that is successful in operating in a more complex contracting environment while meeting the challenges of change. This will involve the alignment of an individual's professional development plans and performance objectives to NAVFAC's strategic plan.



## Description of Community

The 1990 Defense Acquisition Workforce Improvement Act (DAWIA) requirements are defined in DoD Instruction 5000.52M. This manual provides mandatory career development requirements for any member of the DoD acquisition workforce. In addition, SECNAV Instruction 5300.36 provides specific details on Navy requirements and how to fulfill them. While these instructions lay the groundwork for the ACQ Contracting Community Management Plan, the Plan goes well beyond those basic requirements in order to meet NAVFAC specific mission needs.

### Navy Officers

The Acquisition Community Management Plan is established for the civilian 1101/1102 Contracting Community. Navy CEC Officers will continue to follow current development guidelines within their community. However, Appendix C may be of benefit for DAWIA certification and specialty contracting training courses. In addition, the entire plan provides valuable insight into NAVFAC contracting career growth and expected experiences for all personnel serving in a DAWIA designated contracting billet.

A skill assessment survey of the NAVFAC ACQ Contracting Community was recently completed (November 2000) and resulted in the identification of current and future skill requirements of the contracting workforce. Individual, activity, and Command skill proficiency levels were established and used to construct developmental areas in the contracting community management plan. A gap analysis between the current-state and desired end-state proficiencies was performed and will be used in developing training plans. This plan will assist supervisors in matching competencies to training resources and enables contracting personnel to plan and follow appropriate career training/development paths.

NAVFAC ACQ Contracting Community personnel are in the following series:

**GS 1102**—Contract Specialist, Procurement Analyst

**GS 1101**—Program Manager (Special Venture Acquisition)

**GS 0246\***—Contractor Industrial Relations Specialist

\*OPM has recently eliminated this series.

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## Description of Community

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The currently recognized job-specific roles within the GS-1102 series include the following:

- Contract Specialist
- Procurement Analyst
- Utility / Energy Contract Specialist
- Cost/Price Analyst
- Contract Administrator
- Small Business Specialist

Section 808, amended 10 U.S.C. 1724, now requires all new entrants into the GS-1102 occupational series to have a baccalaureate degree and at least 24 semester credit hours in a business discipline. This new minimum qualification requirement applies to new military and civilian entrants as of October 1, 2000. DoD Civilian personnel who occupied GS-1102 positions on or before September 30, 2000 are excluded from this new requirement. Military officers who held a warrant above the \$100K threshold are also exempt.

Recruiting and retaining NAVFAC ACQ Contracting personnel is increasingly difficult. By 2005, 27% of the NAVFAC contracting workforce will be eligible to retire, 50% of those are ROICC 1102's. With less than 1% of the 1102 workforce under the age of 25, there is no emerging workforce that can meet expected increases in workload by 2005. On average it takes 4+ years to train new hires to meet minimum competency levels. Recognizing the impact on execution, EFD Contracting Directors have identified succession planning as an urgent requirement. In addition, with the new educational requirements imposed on the 1102 workforce, contract specialists with degrees are a "hot" commodity for vacancies (promotions) with other Federal agencies.

### Roles and Responsibilities

Appendix A contains a more detailed list of the ACQ Contracting Community's roles and responsibilities. Generally, responsibilities fall into the following categories:

- Acquisition: Planning, Procurement & Contract Administration
- Contract Obligations, Invoicing, Closeout
- Policy Interpretation & Oversight
- Compliance with Statutory & Regulatory Requirements
- Management & Oversight

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## Description of Community

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### How functions may be changing due to Navy legislation.

The contracting function is marked by continuous changes in statutory and regulatory provisions. In addition to Navy legislation, contract practices are significantly influenced by court (ASBCA) and board (GAO) decisions. Additionally, contracting practices are affected by Navy/DoD IG and GAO reviews in such areas as purchase cards, and contract administration controls. Procurement practices in areas such as best value source selection are constantly being impacted by these official decisions and formal process reviews.

The 1996 Defense Authorization Act, Public Law 104-106, authorized use of Public-Private Venture (Special Venture Acquisitions) financing for Family Housing, Bachelor Quarters, Utilities Privatization, and the privatization of other current operations now being accomplished by commercial methods (e.g., office space, warehouses, and production facilities). Due to anticipated program growth and restrictive budgets we foresee application of the special ventures acquisition non-traditional financing on maintenance and construction of the Naval shore establishments. Consequently this will require skills in financing that were not previously required.

Due to continued regulatory action in support of the Small Business Program, continued changes have been experienced in areas dealing with increased prime contracting and subcontracting goals to small business, 8(a) firms, hub zone, emerging small businesses, Native American, woman owned, small disadvantaged businesses, and disabled veterans. Each program has unique acquisition requirements and separate goals. These goals will affect the use of regional strategies and require more innovative out-reach programs. Additionally, continued changes in the “bundling” provisions impact efforts to provide regional service contracts. Statutory and regulatory changes in the small business and socio-economic programs will increase workload, especially at the ROICC.

Recent GAO decisions in the A-76 program have greatly impacted the acquisition strategy for commercial activity studies resulting in a significant increase of effort by the contracting official. Contract officials have become the process managers for the cost comparison (business decision) & balancing step. Due to the significant problems being encountered across the Federal Government in this area, the Office of Secretary of Defense and Office of Management and Budget are currently reviewing the A-76 process for changes.

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## Description of Community

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Increased GAO participation and regulatory changes are expected to increase demand for strategic sourcing skills.

Consistent changes in FAR and DFARS are impacting how acquisition strategies are being implemented. Proposed changes in definition of personal services and use of purchase cards will impact service strategies. Acquisition practices often employ innovative strategies that have not been captured in the regulations. Use of new strategies in the areas of award term, Best Value Source Selection down select strategies, and auctioning are being employed without specific guidance.

**Any divisions where community may have forward deployed employees:**

The ACQ Contracting Workforce has “forward deployed” employees in a number of areas: Installation Engineering Support, Integrated Process Team’s (IPTs) at EFDs, ROICCs and NFESC. “Forward deployed” strategies bring new challenges to ensure consistent acquisition practices are being followed across the teams.



## ACQ Contracting Community Integration

The ACQ Contracting Community Manager finds that several communities are directly related, and interrelated, to the Contracting Career Field. The Acquisition Program requires coordination and integration across all NAVFACENGCOM resource and program areas, including, real estate, counsel, engineering, planning, utilities, environmental, public works, capital improvements, BRAC, and financial management. The future would seem to indicate that these dependencies will increase, specifically:

### The IT Career Field

As a result of an increasing number of automation initiatives in the Acquisition Contracting Community (SPS, ESOL, FedBizOpps, NAFI, Electronic Invoicing, Electronic Ordering, etc.), we find that we need IT integration in two main areas. Many of the IT initiatives are not driven by the NAVFAC ACQ Contracting community, but are mandated at the Navy, DoD or Federal level. The Command needs the support of the IT community in order to integrate these initiatives into the overall NAVFAC acquisition process. The second area needing IT community integration is in restructuring existing systems, such as FIS, to allow for financial management functions and reporting of non-traditional NAVFAC work such as Energy Savings Performance Contracts (ESPC) or Special Venture Acquisition. The ACQ Contracting Community must work closely with the IT community and the Business Line Leaders to re-engineer the acquisition business processes to take advantage of automation, and to incorporate our requirements and initiatives into the NAVFAC Enterprise IT Architecture.

### The Legal Career Field

With the growth of complex procurements (A-76 program, regional strategies, DBOM) and best value source selection, legal coordination is critical to a successful procurement. Over 90% of centrally managed procurements are executed by best value source selection. This is a significant shift in procurement expertise and skills. As the reliance on the non-traditional approach to funding increases, we will also need legal counsel that has a background in Finance. This will develop a need for legal counsel that has a background in appropriations and business matters. We will need support from the Legal Career field to help us anticipate and interpret legislation that will enable us to develop acquisition strategies for non-traditional acquisition arrangements.

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With changes to ROICC level financial management, it is imperative that the acquisition professional be able to deal with trends of the future in finance. The acquisition contracting professional will be working closely with FM in the development of financial business practices for funding and payment practices at the ROICC. Additionally, the contracting professional will be reviewing the financial factor for PMAP on balanced scorecard and development of common practices for changes in construction and cost contract payment practices (development of process payments).



## Core Competencies

Please see Appendix B for a list of the ACQ Contracting Community Competencies ((i) Common/Core and (ii) Job-Specific)). These competencies include the competencies of the entire ACQ Contracting Community including senior management competencies. Leadership competencies will conform to the standard leadership competencies provided by the NAVFAC Community Management cell.

ACQ is committed to build a framework within the organization that will facilitate an interdependent, agile, highly skilled and web based global acquisition contracting workforce. To that end NAVFAC senior leadership and our clients have identified seven key competency domains for our Acquisition Contracting Community. The specific competencies align with the DOD 2005 Workforce Report and the Office of Personnel Management leadership qualifications.

### Competency Overview

**Knowledge:** Competency in acquisition management and associated legal requirements to support NAVFAC facilities and services contracting efforts.

**Business:** Business acumen and knowledge and skills needed to be competitive in a business environment.

**Communication:** All forms of interpersonal communications (oral, written, presentation, electronic) required to effectively represent NAVFAC.

**Leadership:** Individual and collective leadership skills required to successfully take NAVFAC into the 21st century.

**Computer:** Understanding and ability to effectively use various internal computer systems and programs.

**Information System:** Ability to work with internal and external data and information using application type software programs.

**Network:** Ability to use Local and Wide Area Networks and the Internet to electronically transmit and receive data to implement a paperless environment.

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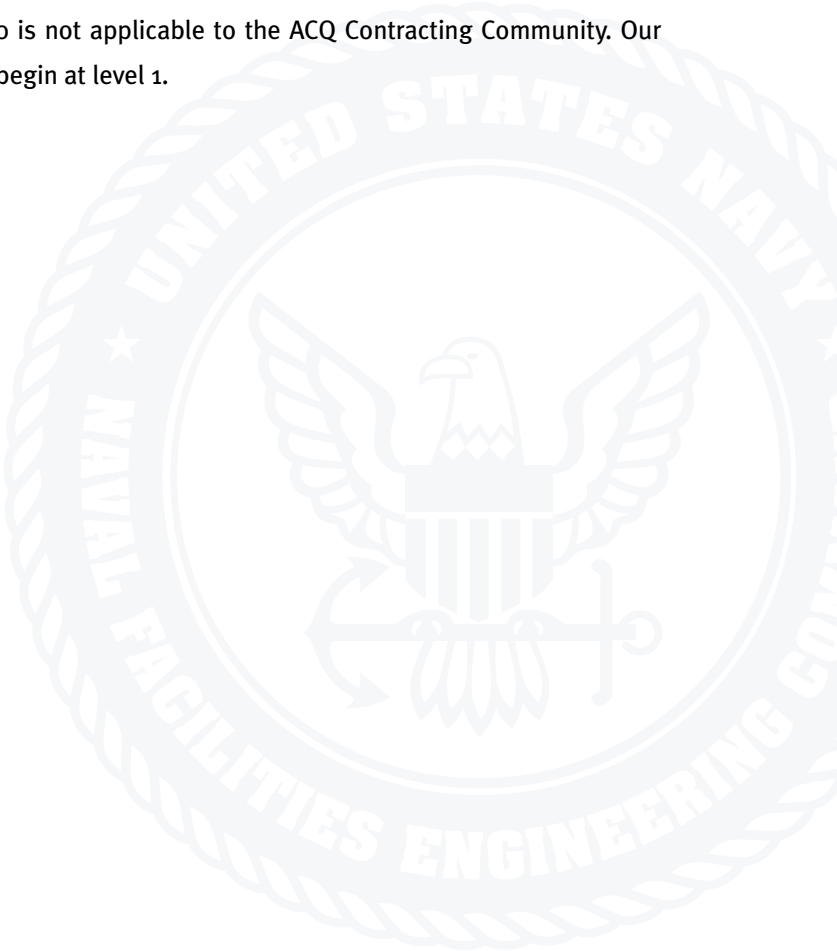
# Core Competencies

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Knowledge and ability within each competency are defined within 5 competency levels according to grade structure.

- Level 0:** Entry level, GS 1- 4;
- Level 1:** Professional entry level, GS-05 through GS-07
- Level 2:** Mid-level professional, GS-09 through GS-11;
- Level 3:** Management level, senior technical level, GS-12 and 13, and
- Level 4:** Senior management level, GS-14 and 15.

Competency Level 0 is not applicable to the ACQ Contracting Community. Our competency levels begin at level 1.





## Competencies needing additional explanation

Competencies are based on competencies found in the GS-1102 Contracting Career Field classification standard. New competencies were developed in an effort to capture those competencies needed in today's fast moving, evolving, business-oriented approach to acquisition. New positions identified within the ACQ Contracting Community are:

GS 1101 - Special Venture Acquisition Program Manager

GS 0246 - Contractor Industrial Labor Relations Specialist

GS 1102 - Small Business Specialist

GS 1102 - Utility/Energy Contract Specialist

(Refer to Appendix B for "Job Specific" competencies.)





## Current maintenance of skills and maintenance requirements

The Defense Civilian Personnel Data System (DCPDS) is a database that is kept for all DoD Acquisition Workforce members. The completion of any Naval Facilities Acquisition Center for Training (NFACT) course, formally known as Naval Facilities Contract Training Center (NFCTC) or Defense Acquisition University (DAU) mandatory contracting class is automatically noted in the student's personnel file. DoN, acting through the Director, Acquisition Career Management (DACM) sorts this information into readily available report formats on amounts of tuition assistance received, level and degree of undergraduate and graduate courses, any and all contracting courses, and appropriate interpersonal skill development, management, and leadership. In addition, the DCDPS provides metrics on Acquisition Contracting Workforce Certification rates, quota utilization, tuition assistance usage, and demographic requirements. It can also track on the job training, inter/intra agency rotations, and acquisition experience levels while the NAVFAC Acquisition Training Management Information System (NATMIS) provides information on warranting, skill requirements and identification of training deficiencies. Officers should refer to their detailer for additional information.

Skills and maintenance requirements are currently maintained through Individual Development Plans (IDPs) at the local activities and in the NAVFAC Oracle HR System (NAVFAC Employee Assessment and Development System-NEADS). The ACQ Contracting Community Management Group made up of a core group of ACQ Contracts managers will update ACQ contracting skills and maintenance requirements as they evolve. The ACQ Contracting Community has moved ahead with a formal plan to identify areas where certain skill sets need to be built, maintained, or recruited. The Skills Assessment Baseline Survey conducted in November 2000 collected baseline competency data. An impressive 96% of the 1102 workforce completed this assessment. The baseline data will provide management with the necessary information to develop or identify appropriate training classes and provide opportunities for maximum personal and professional growth of the 1102/1101 workforce. The ACQ Contracting Community Management Plan provides a vehicle to measure whether or not an Acquisition Contracting Workforce member has met those competency requirements.



## Strategies the ACQ Contracting Community Advocate is employing to maintain and/or develop those core competencies

The Director of Acquisition recognizes that the true success of NAVFAC lies within our dedicated and superlative workforce. The NAVFAC Strategic Plan encompasses maximizing our workforces' personal and professional growth to meet the Navy's challenges of tomorrow. Our Acquisition Contracting Community Management Plan will help us develop and maintain an agile, highly skilled and web based global acquisition workforce that stands ready to meet the challenges of the 21st Century. In this plan, the EFD Chief of the Contracting Office (CCO) is responsible to ensure the ACQ Contracting Community Management Plan roll out is accomplished throughout their area of cognizance. Progress will be measured through the Performance Management Program Group (PMPG) annual survey and on-site activity performance assessments.

The PMPG program has undergone significant growth and visibility. These changes were made to meet a Command need in areas of acquisition assessment, knowledge management, skill assessment (community management), associate survey, and best business practices. The PMPG function was initially limited to the 1025 contracting personnel but is now expanded to the full ROICC team for all ACQ functions. The associate survey, initially focused on the 1102 community, is now extended for the entire corporation, EFDs and ROICCs. Most of our future work will be coming under areas that are not documented, such as capital ventures, regional FSC strategies, and a greater alliance with NAVSUP and their programs, such as the purchase card and one touch ordering.

Since we have anticipated significant changes in the work NAVFAC will be doing in the next ten years, we have developed strategies to maintain/develop those new skill requirements. They include:

- Recruitment fairs
- ASN Professional Development Career (PDC) Program
- Promotions
- Continuous Learning Points
- Leadership Development Initiative (LDI)
- Training (DAWIA mandated and NAVFAC particular)
- Naval Facilities Acquisition Center for Training (NFACT)
- Graduate School
- Rotational Assignments (DoD/non DoD)
- Acquisition Reform Roadshows
- Senior Acquisition Procurement Conference

The Continuous Education Program required by DoD (40 hours per year) and the NFACT and DAU training we provide ensures that our professionals meet their basic requirements and continue to learn on a steady basis.

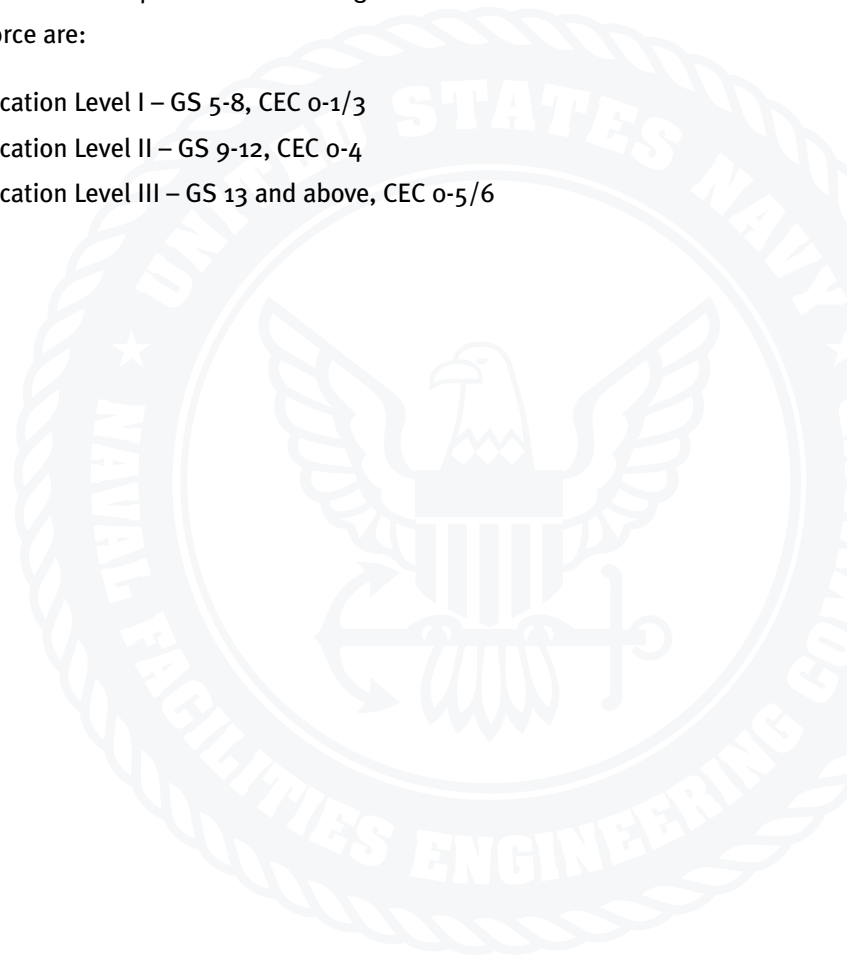




## ACQ Career Levels

For every ACQ Contracting Community job role, there are associated DAWIA-required certification levels, which do not directly align with the Competency Level described in Appendix B. Other factors besides ACQ Contracting competencies affect how the ACQ Contracting community will progress through the career levels. Activity organization structures (staffing plans), corporate resources such as training funds and cognitive capability all influence how the community will progress through the various career levels. The DAWIA Certification Levels for all acquisition contracting members of the Defense Acquisition Workforce are:

- DAWIA Certification Level I – GS 5-8, CEC 0-1/3
- DAWIA Certification Level II – GS 9-12, CEC 0-4
- DAWIA Certification Level III – GS 13 and above, CEC 0-5/6





## ACQ Career Development

Appendix C for the ACQ Contracting Career Development Guide includes (i) recommended education requirements, (ii) courses, and (iii) recommended developmental assignments such as job-rotational assignments.

NAVFAC ACQ recognizes and supports opportunities to learn from a variety of experiences made available through rotational or developmental assignments specifically structured to provide such a broadening experience. Rotational assignments between the ROICC and EFD are encouraged as an integral step in professional development and can help individuals progress from developmental levels to senior management and leadership positions. NAVFAC ACQ supports rotational assignments within NAVFAC and outside of NAVFAC. One such opportunity available to members of the acquisition contracting community may be a “tour” in the Liaison Officer (LnO) program.

A developmental assignment as an LnO will provide the Acquisition Contracting professional exposure to the full range of NAVFAC Products and Services to one or more of NAVFAC’s Clients, usually a Navy or Marine Corps activity or Claimant. Since LnOs proactively help Clients solve facilities engineering problems, the benefit from such a rotation would allow the Acquisition Contracting Professional to fully understand the mission of the Navy and the role the Shore Infrastructure and NAVFAC plays in that mission. This will result in enhancing the Contracting Professionals “Knowledge of the Navy” (one of NAVFAC’s core competencies)

Through a better understanding of Fleet, Claimant, Regional and Activity requirements and by proactively shaping solutions to meet current and future needs, NAVFAC’s value to the larger Navy increases dramatically. Rotational and developmental assignments are tools to help contracting professionals develop skills to realize their full potential and recognize and reinforce successful performance. These assignments are an important part of the acquisition contracting communities career development as they provide the acquisition professional the opportunity to develop a broader and deeper view of both NAVFAC and our Clients that is likely to help them move into higher management or leadership positions.

Appendix C includes courses required by DAWIA for the Contracting Career Field as well as those “specialty” courses required by NAVFAC for certain job assignments and for holding Contracting Officer warrants. Individual Development Plans (IDPs) should reflect training at the appropriate grade levels and job assignment.

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## ACQ Career Development

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At Competency Level 3 (grades GS-12/13), the Contracting professional should prepare themselves for membership in the Acquisition Professional Community (APC). The APC is a cadre of professionals who meet certain requirements of DAWIA:

- Must be a DoN acquisition workforce member graded at GS 13 or above, o-4 or above, or be tentatively selected for a DoN Critical Acquisition Position (CAP)
- Have a baccalaureate degree from an accredited educational institution
- Have completed at least 24 semester credit hours in business disciplines
- Have at least 4 years of acquisition experience
- Be certified or meet all mandatory training required for either DAWIA Certification Level II or DAWIA Certification Level III.

By law, persons who occupy positions graded at GS-14 or above, which have been designated “Critical Acquisition Positions” (CAP), must be a member of the APC or receive a waiver. Consequently, we encourage all GS-12s to complete their training and formal education so they will be eligible for the APC when they become a GS-13. Additional detailed information can be found in SECNAVINST 5300.36. Part II, Chapter IV.

### Acquisition Professional Community (APC) Membership.

#### Civilians

Civilian employees must apply for the APC. The employee must file an application for the APC. The immediate supervisor then reviews the application and it is then forwarded for approval.

#### Navy Officers

The personnel records of Navy officers are screened by the Bureau of Naval Personnel (BUPERS) to determine if this officer meets APC standards. Officers who meet the APC standards are given the opportunity to join the APC. Navy officers at the o-4 level and above may also apply for membership in the APC. In this case, they forward their application to BUPERS. Navy officers use the same application that civilians use.

At Competency Level 4, a contracting professional should have demonstrated mastery of the basic knowledge competencies and the skill competencies at

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## ACQ Career Development

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Levels 1-3. Most contracting professionals at this level are seasoned supervisors and Contracting Officers. It is at this level that the training introduced is that of an executive, innovative or visionary nature. Rather than train individuals about specific contract vehicles, the contracting professional is also taught an outward focus. For example, the employee might receive training in Program Management or Budget Processes and attend the Federal Executive Institute or Capital Hill Workshop.

Crucial to the development of the ACQ Contracting professionals is the capacity to judge the appropriateness of contracting tools for their organization. The ability to seek information and/or innovation is a possible application either conceptually or specifically for their activity is a benchmark of a NAVFAC senior acquisition professional. Included in that is the experience that is gained when a person takes planned, managed risk as a Director or Head of an Acquisition or Contracting Office. The contracting professional at Competency Level 4 is aware of the changing acquisition environment and is seeking to assess the various methods which can be used by their office to adapt to constantly changing governmental policies and procedures. The business/financial climate is also key; while NAVFAC is encouraging risk, the Competency Level 4 person is learning to analyze and distinguish the gray areas in procurement regulations and apply the appropriate interpretation at their work activity. The competency Level 4 person is also able to interpret current ethics regulations for personnel within their command.





## ACQ Contracting Community Management Representatives

Bob Griffin is the Community Manager for the ACQ Community and as such has ultimate responsibility for the ACQ Contracting Community. Designated ACQ Contracting Community Management Representatives are as follows:

<b>HQ</b>	<b>Mike Howard</b>
<b>LANTDIV</b>	<b>Dave Lamoureux</b>
<b>SOUTHDIV</b>	<b>Merve Shreve</b>
<b>SWDIV</b>	<b>Bob Brower</b>
<b>PACDIV</b>	<b>Dwayne Teal</b>
<b>NFI</b>	<b>Louise Slates</b>

ACQ Contracting Community Management policies and procedures will be communicated to the ACQ contracting community through the representatives listed above, through our other NAVFAC Contracting Community Managers and through the ACQ Community Management Section of the NAVFacilitator. Additionally, CM broadcast messages are sent from the ACQ Website to all people who have registered for these updates. All official ACQ Contracting Community Management policy will be posted on the ACQ Web site. See Appendix D for the ACQ Contracting Community Communication Plan.

We have established an ACQ Community Management team that includes the core representatives listed above. Their primary role is to define the ACQ Community Management Plan and refine it as ACQ roles and competencies evolve to meet future requirements. The primary means of communicating ACQ Community Management policy/initiatives will be through these ACQ Community Management Team representatives. ACQ Community Management communications will be reinforced through: ACQ managers, ACQ web site, quarterly senior acquisition conferences and team meetings as needed. The primary means of communication to senior management on ACQ Community Management initiatives will be through the NAVFAC HQ ACQ office.



<b>Policy &amp; Planning</b>	<ul style="list-style-type: none"> <li>■ Establishes the Acquisition Strategic Vision for the Command</li> <li>■ Coordination with OSD, SECNAV and OPNAV Senior Officials on Development and Resolution of Facility Acquisition Matters</li> <li>■ Development of Acquisition Policy and Best Practices</li> <li>■ Development and Execution of New and Innovative Acquisition Vehicles/Strategies for Source Selection Procedures</li> <li>■ Acquisition Business Objectives (Balanced Scorecard)                             <ul style="list-style-type: none"> <li>■ Acquisition Metrics</li> </ul> </li> <li>■ Command's HCA or Acquisition Executive Authority</li> <li>■ Statutory and Regulatory Approval Authority for Procurement Requests and Waivers</li> <li>■ Acquisition Expertise Support for Labor and Wage Standards and Labor Relations Matters</li> <li>■ Liaison with ASN(RDA) &amp; (I&amp;E) for Acquisition Matters</li> <li>■ Management and Execution of Navy's PPV Housing Program</li> <li>■ Standard Business Approaches/Business Management System (BMS)                             <ul style="list-style-type: none"> <li>■ Purchase Card</li> <li>■ Commercial Items</li> <li>■ Cost Contracts</li> <li>■ Design Build Selection Procedures</li> <li>■ Commercial Activities (A-76) Procurement Procedures</li> <li>■ Performance Based Contracts (BOS/FSC)</li> <li>■ Performance Incentives                                     <ul style="list-style-type: none"> <li>■ Award Fee</li> <li>■ Additional Performance Periods</li> </ul> </li> </ul> </li> </ul>
<b>Client Participation</b>	<ul style="list-style-type: none"> <li>■ Increase Client Involvement                             <ul style="list-style-type: none"> <li>■ Workload Execution Process (Ex. BOS, RAC, MACC)</li> <li>■ Proactive Acquisition Support to EOC</li> <li>■ Support to NAVFAC Business Line Managers</li> <li>■ Purchase Card Procedures</li> </ul> </li> <li>■ Acquisition Strategies/Plans Tailored to Clients Needs</li> <li>■ Web-based Workload Execution and Project Status</li> <li>■ Acquisition Risk Analysis</li> </ul>
<b>Contracting Workforce Support</b>	<ul style="list-style-type: none"> <li>■ Training                             <ul style="list-style-type: none"> <li>■ Naval Facilities Acquisition Center for Training (NFACT)</li> <li>■ DACM Continuous Learning</li> <li>■ Training for NAVFAC's Acquisition (DAWIA) Workforce</li> </ul> </li> <li>■ Annual Assessment                             <ul style="list-style-type: none"> <li>■ Performance Measurement and Assistance Program (PMAP)</li> <li>■ Balanced Scorecard Method Assessment Feedback</li> </ul> </li> <li>■ Acquisition Professional Expertise into Planning and Budget Process                             <ul style="list-style-type: none"> <li>■ ROICC Business Practices</li> </ul> </li> </ul>
<b>Data Management</b>	<ul style="list-style-type: none"> <li>■ Financial Information System (FIS)/STARS FL</li> <li>■ Effort Distribution Matrix (EDM)</li> <li>■ Funds Distribution Matrix (FDM)</li> <li>■ Standard Procurement System (SPS)</li> <li>■ Electronic Solicitation (ESOL)</li> <li>■ Navy Air Force Interface (NAFI)</li> <li>■ Electronic Invoicing/Electronic Ordering</li> <li>■ Contractor Performance Evaluation (CPARS, ACCAS, CCASS)</li> <li>■ Customer Request Evaluation Form (CREF)</li> <li>■ Procurement Management Reporting System (PMRS)</li> <li>■ FEDBIZOPPS</li> <li>■ E-Commerce</li> </ul>



[Web Page \(acq.navrac.navy.mil\)](#)  
[Acquisition Web Page](#)  
[Intelligence” Applications for Contract Administration](#)  
[Inventory Warehousing as a Performance Management Tool](#)  
[Management Warehouse \(acqdata.navfac.navy.mil\)](#)  
[Acquisition Center for Training \(NFACT\) Homepage](#)  
[Resource Desk \(PMAP\)](#)  
[Training](#)  
[Distance Learning](#)

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[Measurement & Administration of Contracts](#)  
[Estimates, Invoicing, & Closeouts](#)

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The competencies for members of the Acquisition Contracting Community are as follows:

ACQ COMMON COMPETENCIES—LEVEL 1		7/27/01
AC:AA1:01 FIS DATA	Basic ability to use FIS data as a tool in analyzing and identifying areas of improvement.	
AC:AA1:02 Contract Vehicles	Basic knowledge of the various types of contracting vehicles and the ability to identify advantages/disadvantages and applicability.	
AC:AA1:03 Agreements/Contracts	Basic knowledge and ability to determine the most appropriate agreement/contract.	
AC:AA1:04 Acquisition Regulations and Policies	Basic knowledge and understanding of applicable statutes, acquisition regulations and/or policies.	
AC:AA1:05 Architect-Engineer Contracts	Basic knowledge of and ability to develop Architect-engineer contracts.	
AC:AA1:06 Contract Authority Delegation	Basic knowledge of when delegation of contract authority is appropriate.	
AC:AA1:07 Benchmarking/Metrics Analysis	Basic knowledge of benchmarking/metrics analysis.	
AC:AA1:08 Best Value Analysis	Basic knowledge and ability to utilize Best value analysis.	
AC:AA1:09 Business Case Analysis	Basic knowledge of elements contained in a Business Case Analysis (BCA).	
AC:AA1:10 Business Cost Accounting	Basic knowledge of business cost accounting and its application in the private business sector.	
AC:AA1:11 Business Finance	Basic knowledge of business finance application in the private business sector.	
AC:AA1:12 Business Management Concepts	Basic knowledge of business management concepts, specifically as they are used in the private business sector.	
AC:AA1:13 Business Plans	Basic knowledge of the components of a business plan.	
AC:AA1:14 Commercial Contracting	Basic knowledge of and ability to utilize commercial contracting concepts (FAR Part 12).	
AC:AA1:15 Commercial Practices	Basic knowledge of commercial practices, including best practices of a specific market sector.	
AC:AA1:16 Communication Management	Basic ability to manage information flow and ascertain what information needs to be forwarded to a higher level.	
AC:AA1:17 Construction Contracts	Basic knowledge of and ability to develop Construction contracts.	
AC:AA1:18 Contingency Planning	Basic knowledge and understanding of contingency planning methods relating to acquisition business practices.	
AC:AA1:19 Contract Labor Standards and Industry Practices	Basic ability to determine appropriate labor standard, and ability to select and obtain applicable wage determination under the standard. Basic knowledge of industry and area labor market characteristics that may impact the procurement.	
AC:AA1:20 Contracting to Cost	Basic knowledge of contracting to cost concept.	
AC:AA1:21 Contractor Oral Presentations	Basic knowledge of and ability to determine when to use Contractor oral presentations.	
AC:AA1:22 Contractual Requirements and Incentives	Basic knowledge of and ability to identify and incorporate contractual requirements and incentives.	
AC:AA1:23 Cost Reimbursement Contracts	Basic knowledge of and ability to develop Cost reimbursement contracts.	
AC:AA1:24 Marketplace Prime Vendors Relationships	Basic understanding of current marketplace and market relationships of prime vendors.	
AC:AA1:25 Data Analysis	Basic ability to perform data analysis to include cost/price/performance tradeoffs.	





AC:AA1:26 Data Information Study	Basic ability to conduct a data information study.
AC:AA1:27 Data Warehouse	Basic knowledge and understanding of data warehouse principles.
AC:AA1:28 Decision Making	Basic knowledge of the decision making process.
AC:AA1:29 Plan Process Improvement	Basic ability to use customer data to drive decision making and plan process improvement.
AC:AA1:30 E-Commerce	Basic knowledge and understanding of E-Commerce.
AC:AA1:31 Facility Support Service Contracts	Basic knowledge of and ability to develop Facility support service contracts.
AC:AA1:32 Fixed Price Contracts	Basic knowledge of and ability to develop Fixed price contracts.
AC:AA1:33 Industry and Locality Labor Markets	Basic knowledge and understanding of industry and locality labor market characteristics and effects on procurements.
AC:AA1:34 Government and Industry Practices	Basic ability to analyze government and industry practices to identify, adopt and tailor best practices.
AC:AA1:35 Government Customer Service	Basic understanding of the importance of customer service in the Government sector.
AC:AA1:36 Private Industry Influences	Basic understanding of influences that affect private industry in making business decisions during contract negotiations.
AC:AA1:37 Internet Technology	Basic ability to effectively use internet technology.
AC:AA1:38 Market research and Analysis	Working knowledge and basic ability to conduct market research and analysis.
AC:AA1:39 Supportability Analysis	Basic ability to apply supportability analysis tools and techniques, i.e. past performance history, market research findings.
AC:AA1:40 Marketing Methods and Strategies	Basic knowledge of marketing/selling methods and strategies.
AC:AA1:41 Marketplace Trends	Basic understanding of marketplaces and their relation to the industrial base.
AC:AA1:42 MIS Data	Basic ability to use MIS data as a tool in analyzing and identifying areas of improvement.
AC:AA1:43 Multiple Award Contracts	Basic knowledge of and ability to develop Multiple award contracts (GWACs and MACs).
AC:AA1:44 Negotiation Techniques	Basic understanding of negotiation techniques and ability to negotiate small relatively simple procurements.
AC:AA1:45 Network and Computer Security	Basic knowledge of network and computer security.
AC:AA1:46 Non-traditional Contracting	Basic ability to identify non-traditional contracting techniques.
AC:AA1:47 Integrated Product Team (IPT)	Basic ability to work towards common goals in an IPT environment.
AC:AA1:48 Paperless Environment	Basic ability to create and work in a paperless environment.
AC:AA1:49 Past Performance Criteria	Basic knowledge of and ability to identify and incorporate past performance criteria in structuring of a solicitation.
AC:AA1:50 Performance Based Solicitation	Basic knowledge of and ability to develop a Performance based solicitation.
AC:AA1:51 Process Flow Principles/Flowcharting	Basic knowledge of how to flowchart a process and apply idealized process flow principles.
AC:AA1:52 Project Management	Basic ability to manage a small project effectively, efficiently and complete in a timely manner.
AC:AA1:53 Quantitative/Qualitative Methods	Basic understanding of quantitative/qualitative methods and analysis.
AC:AA1:54 Remedial Action Contracts	Basic knowledge of and ability to develop Remedial Action contracts.
AC:AA1:55 Return on Investment (ROI) Analysis	Basic knowledge of Return on Investment (ROI) analysis.

AC:AA1:56 Small Business Programs	Basic knowledge of the Small and Disadvantaged Business Utilization (SADBU) programs, Javits Wagner O'Day, Mentor Protégé, HBCUMI, SDB, Women-Owned Business, Veterans and Service Disabled Veterans Program, and contractual regulations and statutes.
AC:AA1:57 SPS/PD2	Basic knowledge and ability to use SPS/PD2.
AC:AA1:58 Statistical Data Analysis	Basic ability to perform a statistical data analysis.
AC:AA1:59 Strategic Acquisition Planning	Basic knowledge of strategic planning and acquisition strategy.
AC:AA1:60 Strategic Sourcing: A-76/CA Studies	Basic knowledge of strategic sourcing (A-76/CA Studies).
AC:AA1:61 Strategic, Tactical and Local Metrics	Basic knowledge of strategic, tactical and local metrics within the acquisition process.
AC:AA1:62 Process Streamlining	Basic ability to review existing acquisition processes to identify efficiencies.
AC:AA1:63 Supportability Analysis	Basic ability to apply supportability analysis tools and techniques, i.e. past performance history, market research findings.
AC:AA1:64 Website Maintenance	Basic knowledge, skill and ability to design and maintain website content for acquisition actions.
AC:AA1:65 World Wide Web	Basic ability and skill to effectively use web browsers.
<b>ACQ COMMON COMPETENCIES—LEVEL 2</b>	
AC:AA2:01 FIS DATA	Intermediate ability and skill in using FIS data as a tool in analyzing and identifying areas of improvement.
AC:AA2:02 Contract Vehicles	Intermediate working knowledge of the various types of contracting vehicles and ability/skill in identifying advantages/disadvantages and applicability.
AC:AA2:03 Agreements/Contract	Intermediate knowledge and skill to determine the most appropriate agreement/contract.
AC:AA2:04 Acquisition Regulations and Policies	Intermediate working knowledge of and understanding of applicable statutes, acquisition regulations and/or policies.
AC:AA2:05 Architect-Engineer Contracts	Intermediate working knowledge and ability to develop and manage Architect-engineer contracts.
AC:AA2:06 Contract Authority Delegation	Intermediate ability and skill to delegate contract authority appropriately and effectively.
AC:AA2:07 Benchmarking/metrics Analysis	Intermediate working knowledge of benchmarking/metrics analysis and skill/ability to apply and evaluate in the acquisition process.
AC:AA2:08 Best Value Analysis	Intermediate knowledge, skill and ability to utilize Best value analysis.
AC:AA2:09 Business Case Analysis	Intermediate working knowledge, skill and ability to use critical elements contained in a Business Case Analysis (BCA) in order to justify sound business outcomes.
AC:AA2:10 Business Cost Accounting	Intermediate working knowledge of business cost accounting and its application in the private business sector and the ability to articulate the effects on our acquisition processes.
AC:AA2:11 Business Finance Application	Intermediate working knowledge of business finance application in the private business sector.
AC:AA2:12 Business management	Intermediate working knowledge of private sector business management interdisciplinary approaches and the ability/skill to identify and articulate how to create integrated systems where all factors including human and technological are considered.
AC:AA2:13 Business Plan	Intermediate working knowledge and ability to develop a business plan.



AC:AA2:14 Commercial Contracting	Intermediate ability to utilize commercial contract procedures on a variety of procurements (FAR Part 12).
AC:AA2:15 Commercial Practices	Intermediate ability to apply commercial practices, including best practices of a specific market sector.
AC:AA2:16 Communication Management	Intermediate ability/skill to evaluate and develop information, determine appropriate recipient, and provide necessary guidance.
AC:AA2:17 Construction Contracts	Intermediate knowledge of and ability to develop and manage Construction contracts.
AC:AA2:18 Contingency Planning	Intermediate knowledge and ability to use contingency planning relating to business practices.
AC:AA2:19 Contract Labor Standards and Industry Practices	Intermediate ability to determine appropriate labor standards for complex multi requirement contracts. Intermediate ability to evaluate complex REA's including wage and benefit plans, and burdens such as various payroll taxes.
AC:AA2:20 Contracting to Cost	Intermediate working knowledge of Contracting to cost (budget disclosed up front).
AC:AA2:21 Contractor Oral Presentations	Intermediate ability to manage and interpret contractor presented oral presentations.
AC:AA2:22 Contractual Requirements and Incentives	Intermediate working knowledge and ability to apply appropriate contractual requirements and incentives.
AC:AA2:23 Cost Reimbursement Contracts	Intermediate working knowledge and ability to develop and manage Cost reimbursement contracts.
AC:AA2:24 Marketplace Prime Vendors Relationships	Intermediate working knowledge of current marketplace and market relationships of prime vendors.
AC:AA2:25 Data Analysis	Intermediate ability to perform, interpret and apply data analysis to include cost/price/performance tradeoffs in supporting complex business decisions.
AC:AA2:26 Data Information Study	Intermediate ability to conduct a complex information study.
AC:AA2:27 Data Warehouse	Intermediate ability to access a data warehouse and retrieve essential information for daily business decisions.
AC:AA2:28 Decision Making Process	Intermediate ability to include key personnel in the decision making process as appropriate.
AC:AA2:29 Plan Process Improvement	Intermediate ability to manage customer data effectively to drive decisions and implement process improvements.
AC:AA2:30 E-Commerce	Intermediate knowledge and understanding of NAVFAC's E-Commerce Vision.
AC:AA2:31 Facility Support Service Contracts	Intermediate working knowledge and ability to develop and administer Facility support service contracts.
AC:AA2:32 Fixed Price Contracts	Intermediate working knowledge of and ability to develop and administer Fixed price contracts.
AC:AA2:33 Industry and Locality Labor Market	Intermediate working knowledge of construction industry area practices and service industry classifications.
AC:AA2:34 Government and Industry Practices	Intermediate ability to analyze government and industry practices to identify, adopt and tailor best practices.
AC:AA2:35 Private Industry Influences	Intermediate working knowledge of influences that affect private industry in making business decisions during contract negotiations.
AC:AA2:36 Market Research and Analysis	Intermediate working knowledge and ability to conduct market research and analysis.



AC:AA2:37 Supportability Analysis	Intermediate ability to interpret and apply supportability analysis tools and techniques, i.e., past performance history, market research findings in supporting complex business decisions.
AC:AA2:38 Marketing Methods and Strategies	Intermediate working knowledge of marketing/selling methods and strategies.
AC:AA2:39 Marketplace Trends	Intermediate ability to analyze and apply marketplace trends to business decisions.
AC:AA2:40 MIS Data	Intermediate ability and skill in using MIS data as a tool in analyzing and identifying areas of improvement.
AC:AA2:41 Multiple Award Contracts	Intermediate working knowledge of and ability to develop and administer Multiple award contracts (GWACs and MACs).
AC:AA2:42 Negotiation Techniques	Intermediate working knowledge of appropriate negotiation techniques for negotiating simple to complex procurements.
AC:AA2:43 Non-traditional Contracting	Intermediate ability to utilize nontraditional contracting methods.
AC:AA2:44 Integrated Product Team (IPT)	Intermediate ability to participate, lead, and/or direct an IPT toward common goals/objectives.
AC:AA2:45 Past Performance Criteria	Intermediate working knowledge and ability to apply appropriate past performance criteria in structuring of a solicitation.
AC:AA2:46 Performance Based Solicitation	Intermediate working knowledge and ability to develop Performance based solicitations.
AC:AA2:47 Process Flow Principles/Flowcharting	Intermediate working knowledge of how to flowchart a process and apply idealized process flow principles.
AC:AA2:48 Project Management	Intermediate ability to manage small and large projects effectively, efficiently and complete in a timely manner.
AC:AA2:49 Quantitative/Qualitative Methods/Analysis	Intermediate knowledge and ability to use quantitative/qualitative methods and analysis.
AC:AA2:50 Remedial Action Contracts	Intermediate working knowledge and ability to develop and administer Remedial action contracts.
AC:AA2:51 Return on Investment (ROI) Analysis	Intermediate working knowledge of Return on Investment (ROI) analysis.
AC:AA2:52 Small Business Programs	Intermediate working knowledge of the Small and Disadvantaged Business Utilization (SADBU) programs, Javits Wagner O'Day, Mentor Protégé, HBCUMI, SDB, Women-Owned Business, Veterans and Service Disabled Veterans Program, and contractual regulations and statutes.
AC:AA2:53 SPS/PD2	Intermediate knowledge and ability to use SPS/PD2.
AC:AA2:54 Statistical Data Analysis	Intermediate ability to use statistical analysis data in management of business operations.
AC:AA2:55 Strategic Acquisition Planning	Intermediate ability to develop strategic plans and execute acquisition strategies.
AC:AA2:56 Strategic Sourcing (A-76/CA Studies)	Intermediate working knowledge and ability to conduct strategic sourcing (A-76/CA Studies).
AC:AA2:57 Strategic, Tactical and Local Metrics	Intermediate ability to develop strategic, tactical and local metrics within the acquisition process.
AC:AA2:58 Process Streamlining	Intermediate ability to identify and implement acquisition process changes to create efficiencies.
AC:AA2:59 Supportability Analysis	Intermediate ability to interpret and apply supportability analysis tools and techniques, i.e. past performance history, market research findings in supporting complex business decisions.



**ACQ COMMON COMPETENCIES—LEVEL 3**

AC:AA3:01 Types of Contracting Vehicles	Advanced working knowledge of the various types of contracting vehicles and ability to identify advantages/disadvantages and to incorporate into NAVFAC acquisitions.
AC:AA3:02 Agreements/contracts	Advanced working knowledge and ability to determine the most appropriate agreement/contract.
AC:AA3:03 Acquisition Regulations and Policies	Advanced working knowledge of applicable statutes, acquisition regulations and/or policies.
AC:AA3:04 Architect-Engineer Contracts	Advanced working knowledge and ability in developing and administering Architect-engineer contracts.
AC:AA3:05 Contract Authority Delegation	Advanced ability in delegating many types of contract authority appropriately and effectively.
AC:AA3:06 Benchmarking/metrics Analysis	Advanced working knowledge of benchmarking/metrics analysis and ability to apply and evaluate in the acquisition process.
AC:AA3:07 Best Value Analysis	Advanced working knowledge of best value analysis to support value based procurement selections.
AC:AA3:08 Business Case Analysis	Advanced working knowledge and ability to use critical elements contained in a Business Case Analysis (BCA) in order to justify sound business outcomes.
AC:AA3:09 Business Finance	Advanced working knowledge of business finance application in the private business sector and the ability to apply to our acquisitions.
AC:AA3:10 Business Management Concepts	Advanced working knowledge of private sector business management interdisciplinary approaches in order to identify and articulate how to create integrated systems where all factors including human and technological are considered.
AC:AA3:11 Business Plans	Advanced working knowledge of and ability to develop a business plan.
AC:AA3:12 Commercial Contracting	Advanced ability in managing and developing Commercial contracting (FAR Part 12).
AC:AA3:13 Commercial Practices	Advanced working knowledge of commercial practices, including best practices of a specific market sector.
AC:AA3:14 Communication Management	Advanced ability to evaluate information from internal and external sources, determine appropriate target audience and develop a complete information package.
AC:AA3:15 Construction Contracts	Advanced ability in managing and developing Construction contracts.
AC:AA3:16 Contingency Planning	Advanced ability in developing and managing contingency plans as they relate to acquisition business practices.
AC:AA3:17 Contract Labor Standards and Industry Practices	Advanced ability to compare and evaluate different pay benefit schemes (I.e., comparison of federal civil service with private sector pay plan). Ability to analyze impact and respond to potential or actual contractor labor disputes.
AC:AA3:18 Contracting to Cost	Advanced ability in managing and developing Contracting to cost (budget disclosed up front).
AC:AA3:19 Contractual Requirements and Incentives	Advanced ability in managing and developing contractual requirements and incentives.
AC:AA3:20 Cost Reimbursement Contracts	Advanced ability in developing and administering Cost reimbursement contracts.
AC:AA3:21 Marketplace Prime Vendors Relationships	Advanced working knowledge of current marketplace and market relationships of prime vendors.
AC:AA3:22 Data Analysis	Advanced working knowledge of data analysis to include cost/price/performance tradeoffs to defend decisions.





AC:AA3:23 Data Information Study	Advanced ability to develop a data collection tool, collect data, analyze the data, and input data into an informational report.
AC:AA3:24 Facility Support Service Contracts	Advanced working knowledge and ability in developing and administering Facility support service contracts.
AC:AA3:25 FIS DATA	Advanced ability in using FIS data for organizational management.
AC:AA3:26 Fixed Price Contracts	Advanced ability in developing and administering Fixed price contracts.
AC:AA3:27 Industry and Locality Labor Markets	Advanced working knowledge of more complex levels of industry practices and classifications for evaluation and comparison purposes.
AC:AA3:28 Government and Industry Practices	Advanced working knowledge and ability to analyze government and industry practices to identify, adopt and tailor best practices.
AC:AA3:29 Key Performance Indicators	Advanced ability in identifying and measuring key performance indicators and setting clearly defined goals.
AC:AA3:30 Government Customer Service	Advanced working knowledge and ability in conveying the importance of customer service in the Government sector.
AC:AA3:31 Private Industry Influences	Advanced working knowledge of influences that affect private industry in making business decisions during contract negotiations.
AC:AA3:32 Market Research and Analysis	Advanced working knowledge and ability to conduct market research and analysis on large complex procurements.
AC:AA3:33 Marketplace Trends	Advanced working knowledge of marketplace trends and business analysis.
AC:AA3:34 Data Warehouse	Advanced ability to manage day-to-day operations utilizing data warehouse information.
AC:AA3:35 MIS Data	Advanced ability and knowledge in using MIS data for organizational management.
AC:AA3:36 Multiple Award Contracts	Advanced working knowledge and ability in developing and administering Multiple award contracts (GWACs and MACs).
AC:AA3:37 E-Commerce	Advanced ability to communicate and market NAVFAC's E-Commerce Vision.
AC:AA3:38 Negotiation Techniques	Advanced ability in negotiating more complex, high dollar value procurements.
AC:AA3:39 Non-traditional Contracting	Advanced ability in developing and managing non-traditional contracting techniques.
AC:AA3:40 Past Performance Criteria	Advanced ability in managing and developing past performance criteria in structuring of a solicitation.
AC:AA3:41 Performance Based Solicitation	Advanced ability in developing and administering Performance based solicitations.
AC:AA3:42 Process Flow Principles/Flowcharting	Advanced working knowledge of how to flowchart a process and ability to apply idealized process flow principles, such as sequential flow, eliminating redundancy, decision points and rework loops.
AC:AA3:43 Program Management & Analysis	Advanced ability to manage programs based on results of analysis and recommend changes to regulations as a result of program analysis.
AC:AA3:44 Project Management	Advanced ability to manage large complex projects effectively, efficiently and complete in a timely manner.
AC:AA3:45 Remedial Action Contracts	Advanced ability in developing and administering Remedial action contracts.
AC:AA3:46 Return on Investment (ROI) Analysis	Advanced ability in conducting Return on Investment (ROI) analysis.
AC:AA3:47 SPS/PD2	Advanced working knowledge and ability to use SPS/PD2 as a management tool.
AC:AA3:48 Strategic Acquisition Planning	Advanced ability to organize and manage strategic plans and acquisition strategies.



AC:AA3:49 Strategic Sourcing: A-76/CA Studies	Advanced ability to examine policy issues and strategic planning with a long-term prospective.
AC:AA3:50 Strategic, Tactical and Local Metrics	Advanced ability to implement strategic, tactical and local metrics within the acquisition process.
AC:AA3:51 Process Streamlining	Advanced ability in development of streamlining acquisition innovative processes.
AC:AA3:52 Supportability Analysis	Advanced working knowledge of supportability analysis tools and techniques, i.e. past performance history, market research findings to defend a government position.
<b>ACQ COMMON COMPETENCIES—LEVEL 4</b>	
AC:AA4:01 Types of Contracting Vehicles	Expert knowledge of the various types of contracting vehicles and experience in identifying advantages/disadvantages. Expert ability to identify best business practices and formulate policy/instructions incorporating into NAVFAC acquisitions.
AC:AA4:02 Agreements/contracts	Expert knowledge of and ability to determine the most appropriate agreement/contract.
AC:AA4:03 Acquisition Regulations and Policies	Expert knowledge and understanding of applicable statutes, acquisition regulations and/or policies.
AC:AA4:04 Architect-Engineer Contracts	Expert knowledge of principles and concepts related to development, execution and management of Architect-engineer contracts.
AC:AA4:05 Contract Authority Delegation	Expert knowledge and ability in delegating contract authority appropriately and effectively.
AC:AA4:06 Benchmarking/metrics Analysis	Expert knowledge and ability in applying benchmarking/metric analyses to evaluate the acquisition process.
AC:AA4:07 Best Value Analysis	Expert knowledge of best value analysis and ability to apply to support value based procurement selections.
AC:AA4:08 Business Case Analysis	Expert knowledge and ability to use critical elements contained in a Business Case Analysis (BCA) in order to justify sound business outcomes in a complex environment requiring assumptions, arbitrary judgments, and the development of new data/information that goes beyond existing budgets and business plans.
AC:AA4:09 Business Finance	Expert knowledge of business finance application and the ability to recognize possible impacts on the private business sector resulting from management decisions/actions.
AC:AA4:10 Business Management Concepts	Expert knowledge of private sector business management interdisciplinary approaches and ability to identify and articulate how to create integrated systems where all factors including human and technological are considered. Ability to apply and integrate approaches to Command acquisitions.
AC:AA4:11 Commercial Contracting	Expert knowledge of principles and concepts related to development, execution and management of Commercial contracting (FAR Part 12).
AC:AA4:12 Construction Contracts	Expert knowledge of principles and concepts related to development, execution and management of Construction contracts.
AC:AA4:13 Contingency Planning	Expert ability to formulate, manage and execute contingency plans as they relate to acquisition business practices.
AC:AA4:14 Contracting to Cost	Expert knowledge of principles and concepts related to development, execution and management of Contracting to cost (budget disclosed up front).
AC:AA4:15 Contractual Requirements and Incentives	Expert knowledge of principles and concepts related to development, execution and management of contractual requirements and incentives.



AC:AA4:16 Cost Reimbursement Contracts	Expert knowledge of principles and concepts related to development, execution and management of Cost reimbursement contracts.
AC:AA4:17 Marketplace Trends	Expert knowledge of marketplace trends, conditions, and prime vendor relationships.
AC:AA4:18 Data Analysis	Expert knowledge of analysis tools to write, support, and defend complex business decisions to senior management and outside leadership.
AC:AA4:19 Data Information Study	Expert ability to utilize data information to manage organization.
AC:AA4:20 Facility Support Service Contracts	Expert knowledge of principles and concepts related to development, execution and management of Facility support service contracts.
AC:AA4:21 Fixed Price Contracts	Expert knowledge of principles and concepts related to development, execution and management of Fixed price contracts.
AC:AA4:22 Government and Industry Practices	Expert ability to analyze government and industry practices to identify, adopt and tailor best practices.
AC:AA4:23 Key Performance Indicators	Expert ability to manage an organization based on key performance indicators and goals.
AC:AA4:24 Private Industry Influences	Expert knowledge of influences that affect private industry in making business decisions during contract negotiations through long practice of participation or observation.
AC:AA4:25 Marketing methods and Strategies	Expert knowledge of analysis tools to write, support and defend complex business decisions to senior management and outside leadership.
AC:AA4:26 Marketplace Trends	Expert knowledge of and ability to Identify key national and international policies and trends to determine how best to be positioned to achieve a competitive business advantage in a global economy.
AC:AA4:27 Multiple Award Contracts	Expert knowledge of principles and concepts related to development, execution and management of Multiple award contracts (GWACs and MACs).
AC:AA4:28 Negotiation techniques	Expert knowledge and ability to negotiate a variety of complex procurements and issues.
AC:AA4:29 Non-traditional Contracting	Expert ability to identify risks and tradeoffs in implementing non-traditional contracting techniques in a global environment.
AC:AA4:30 Past Performance Criteria	Expert knowledge of principles and concepts related to development, execution and management of past performance criteria in structuring of a solicitation.
AC:AA4:31 Performance Based Solicitation	Expert knowledge of principles and concepts related to development, execution and management of Performance based solicitation.
AC:AA4:32 Process Flow Principles/Flowcharting	Expert knowledge and ability to flowchart business processes and apply idealized process flow principles, such as sequential flow, eliminating redundancy, decision points and rework loops.
AC:AA4:33 Project Management	Expert ability to manage several large complex projects effectively, efficiently and complete in a timely manner.
AC:AA4:34 Quantitative/Qualitative Methods	Expert knowledge and ability in using quantitative/qualitative methods and analysis.
AC:AA4:35 Remedial Action Contracts	Expert knowledge of principles and concepts related to development, execution and management of Remedial action contracts.
AC:AA4:36 Return on Investment (ROI) Analysis	Expert knowledge and ability in conducting Return on Investment (ROI) analysis on increasingly complex actions.
AC:AA4:37 Strategic Sourcing: A-76/CA Studies	Expert ability to formulate effective strategic sourcing strategies consistent with the business and competitive strategy of the organization.



AC:AA4:38 Strategic, Tactical and Local Metrics	Expert ability to utilize strategic, tactical and local metrics within the acquisition process to manage day-to-day operations.
AC:AA4:39 Processes Streamlining	Expert knowledge and ability in executing streamlined acquisition processes.
AC:AA4:40 Supportability Analysis	Expert knowledge of supportability analysis tools and techniques, i.e. past performance history and market research findings to defend a government position.
<b>SPECIAL VENTURE ACQ COMPETENCIES – LEVEL 3</b>	
CO:SV3:01 DoN Special Venture Acquisition Program	Advanced skill, ability and knowledge of the development and execution of Public/Private Partnerships.
CO:SV3:02 Military Housing Privatization Initiative of 1996	Advanced skill, ability and knowledge in development/execution of Public/Private Partnerships and knowledge of the 1996 Defense Authorization Act, Public Law 104-106, 110, Stat 186, Subtitle A - Military Housing Privatization Initiative.
CO:SV3:03 Management of Competitive Acquisitions	Advanced skill and ability in the management of complex competitive acquisitions.
CO:SV3:04 DoN goals in the DoN Special Venture Acquisition Program	Advanced ability and skill in developing a viable program to meet DoN goals for the Special Venture Acquisition Program.
CO:SV3:05 DoN Special Venture Acquisition Program Policy Development	Advanced knowledge, skill and ability to develop new policy and procedures for the DoN Special Venture Acquisition Program.
<b>SPECIAL VENTURE ACQ COMPETENCIES – LEVEL 4</b>	
CO:SV4:01 Execution of DoN Special Venture Acquisition Program	Expert knowledge, skill and ability in the development and execution of Public/Private Partnerships.
CO:SV4:02 Military Housing Privatization Initiative of 1996	Expert knowledge of the 1996 Defense Authorization Act, Public Law 104-106, 110, Stat 186, Subtitle A - Military Housing Privatization Initiative.
CO:SV4:03 Management of Competitive Acquisitions	Expert knowledge, skill, and ability in managing complex competitive acquisitions.
CO:SV4:04 DoN goals in the DoN Special Venture Acquisition Program	Expert knowledge, skill and ability in the development and management of a successful program and ability to meet DoN Special Venture Acquisition Program goals.
CO:SV4:05 DoN Special Venture Acquisition Program Policy Development	Expert knowledge, skill and ability in developing new policy and procedures for the DoN Special Venture Acquisition Program. Recognized Navy leader/expert in DoN Special Venture Acquisition Program.
<b>UTILITY / ENERGY CONTRACTING COMPETENCIES – LEVEL 3</b>	
CO:UE3:01 Electric and Natural Gas Utility Operations	Advanced knowledge of the engineering terminology and theory associated with the generation, transmission and distribution of electrical energy and natural gas utility operations.
CO:UE3:02 Water/wastewater Treatment Utility Operations	Advanced knowledge of the engineering terminology and theory associated with water/wastewater treatment and distribution utility operations.
CO:UE3:03 Understanding of the Utility Industry in the United States and Overseas	Advanced knowledge of how the utility industry is organized, financed and operates in the United States and Overseas to include the distinguishing characteristics of investor owned, private, cooperatives and municipals.
CO:UE3:04 Federal Government Utility Laws, Regulations and Practices	Basic knowledge of all of the laws in place which govern the procurement of utility service for the Federal government and the unique features of utility contracting which distinguish utility contracting from contracting other types of requirements.
CO:UE3:05 Utility Regulations and Rate Setting Process	Advanced knowledge of how utilities are regulated at the Federal and State levels, the role of Public Utility Commissions and how the regulated rates are set.





CO:UE3:06 FAR Part 41 and the Regulatory Change Process	Advanced knowledge of how FAR Part 41 has evolved and the regulatory change process for revising these regulations.
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CO:UE3:07 Awareness of the Special Energy, Utility Legislation	Advanced knowledge of the special legislation governing the private financing of energy conservation initiatives, special legislation governing utility privatization and special legislation governing geothermal development.
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#### UTILITY / ENERGY CONTRACTING COMPETENCIES—LEVEL 4

CO:UE4:01 Electric and Natural Gas Utility Operations	Expert working knowledge with the engineering terminology and theory associated with the generation, transmission and distribution of electrical energy and natural gas utility operations.
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CO:UE4:02 Water/wastewater Treatment Utility Operations	Expert knowledge, skill and ability working with water/wastewater treatment and distribution utility operations.
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CO:UE4:03 Understanding of the utility industry in the United States and overseas.	Expert working knowledge of how the utility industry is organized financed and operates in the United States and overseas to include the distinguishing characteristics of investor owned, private, cooperatives, municipals.
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CO:UE4:04 Federal Government Utility Laws, Regulations and Practices	Expert working knowledge, skill and ability in the application of laws governing the procurement of utility service for the Federal government and the unique features of utility contracting which distinguish utility contracting from contracting other types of requirements.
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CO:UE4:05 Utility regulations and Rate Setting Process	Expert working knowledge, skill and ability dealing with how utilities are regulated at the Federal and State levels, the role of Public Utility Commissions and how the regulated rates are set.
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CO:UE4:06 Federal Government Utility legislation: Political Influence	Expert working knowledge of how political influence affects the formation of legislation and how legislation is implemented.
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CO:UE4:07 FAR Part 41 and the Regulatory Change Process	Expert working knowledge FAR Part 41 regulations and ability in dealing with the regulatory change process involved in revising these regulations.
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CO:UE4:08 Awareness of the Special Energy, Utility Legislation	Expert working knowledge, skill and ability dealing with special legislation governing the private financing of energy conservation initiatives, special legislation governing utility privatization, special legislation governing geothermal development and special legislation governing utility deregulation.
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CO:UE4:09 Special Energy/Utility Legislative Authorities	Expert working knowledge of the special legislation governing the private financing of energy conservation initiatives, utility privatization, and the development of energy production facilities.
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CO:UE4:10 Knowledge of Ancillary Areas to the Utility Arena	Expert working knowledge of real estate law, environmental law and law governing rights and uses of natural resources.
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#### SMALL BUSINESS COMPETENCIES—LEVEL 3

CO:SB3:01 Small Business and Set-Aside Programs	Advanced working knowledge of SBA procedures and ability to apply and interpret to execute program. Advanced knowledge of SADB, Javits Wagner O'Day, Mentor Protege, HBCUMI, SDB, Women Owned Businesses, Veterans and Service Disabled Veterans Program and contracts.
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CO:SB3:02 Management of Multiple Small Business Programs	Advanced skill and ability to establish small business program plans to meet assigned goals and to oversee procurement actions to ensure goal achievement.
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CO:SB3:03 Leadership and Advice Pertaining to Small Business Issues	Advanced skill and ability to provide reliable leadership and advice on Small Business issues affecting acquisitions, installation, or operations at the EFD/A level. Provide leadership to external organizations that provide support to small business programs.
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CO:SB3:04 Conduct Small Business Training Program	Advanced skill and ability to conduct a training program concerning small business programs and provide command status briefings.
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CO:SB3:05 Small Business Program Strategic Planning	Advanced skill and ability to participate and develop a strategic plan, goals and objectives.
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CO:SB3:06 Small Business Information	Advanced skill and ability to develop informational materials about the Small Business Program to prospective and current program participants.
CO:SB3:07 Community Relations	Advanced skill and ability to coordinate with local area industrial, business, community and minority organizations to promote the command's Small and Disadvantaged Business Program.
<b>SMALL BUSINESS COMPETENCIES—LEVEL 4</b>	
CO:SB4:01 Small Business and Set-Aside Programs	Expert knowledge of SADB, Mentor Protege, HBCUMI, Javits Wagner O'Day, Mentor Protege, HBCUMI, SDB, Women Owned Businesses, Veterans and Service Disabled Veterans Program, and contractual regulations and statutes. Expert ability to apply appropriate contractual regulations and statutes.
CO:SB4:02 Management of Multiple Small Business Programs	Expert knowledge and skill to develop, review, monitor program plans at a EFD/A level. Expert ability to brief at the Command level on small business programs.
CO:SB4:03 Leadership and Advice Pertaining to Small Business Issues	Expert knowledge of Small Business issues affecting acquisitions, installation, or operations at the Command level. Acting as a liaison, representing not only the Command but other DoD and Federal Agencies to the public.
CO:SB4:04 Conduct Small Business Training Program	Expert skill and ability to develop training program materials for internal and external Command use.
CO:SB4:05 Small Business Program Strategic Planning	Expert skill and ability in leading a strategic plan goal team to achieve objectives.
CO:SB4:06 Small Business Information	Expert skill and ability providing information on the program to private industry CEO's in a variety of forums including guest speaker at conferences, association meetings and representing NAVFAC's participation and progress in the small business program to higher levels.
CO:SB4:07 Community Relations	Expert skill and ability to coordinate with SECNAV, DoD, other Federal agencies, CEO's of industrial, business, community and minority organizations to promote the command's Small and Disadvantaged Business Program in a variety of forums including guest speaker at conferences.
<b>LABOR RELATIONS COMPETENCIES—LEVEL 3</b>	
CO:LR3:01 Research and Analytical Methods, Practices, Techniques	Advanced skill and ability to research and obtain documentation to support authoritative analyses of complex contract labor issues.
CO:LR3:02 Leadership, Advice Pertaining to Labor Issues	Advanced skill and ability in providing reliable leadership and advice on labor issues affecting acquisitions, installations, or operations at the EFD/A level.
CO:LR3:03 Communicating in an Adversarial Environment	Advanced skill and ability to communicate during intense adversarial situations with all levels of interested parties, determining potential resolutions and bring the parties to a peaceful conclusion.
CO:LR3:04 Procurement and Contract Labor Standards Regulations and Statutes	Advanced knowledge and understanding of procurement processes and contract labor standards industry and area practices, and application of general labor laws.
CO:LR3:05 Labor-Management Relations	Advanced knowledge, skill and ability in interpreting regulations, statutes, and executive orders relating to private and public sector labor-management relations.
CO:LR3:06 Negotiations	Advanced skill and ability to negotiate and reconcile differences among contractor, management, labor and Government, often in adversarial conditions.
CO:LR3:07 Labor investigations	Advanced skills and ability to process Labor complaints and inquiries, initiate and complete basic, simple labor investigations and complete reports for further action. Skills and ability to negotiate contractor compliance with complex labor requirements.



CO:LR3:08 Management Representation	Advanced skill and ability to represent management in conferences on contract labor standards issues with representatives from organized labor, contractors, and other agencies.
CO:LR3:09 Bargaining unit determination/recognition	Advanced skill and ability to determine bargaining unit jurisdiction and successorship under labor-relations and procurement statutes. Basic knowledge of bargaining unit organizing processes.
CO:LR3:10 Impasse Resolution Processes	Advanced knowledge of impasse resolution processes including use of mediation and arbitration to resolve conflicts.
CO:LR3:11 Collective Bargaining Processes	Advanced knowledge of the scope of bargaining and the legal obligation to bargain
<b>LABOR RELATIONS COMPETENCIES — LEVEL 4</b>	
CO:LR4:01 Research and Analytical Methods, Practices, Techniques	Expert skill and ability to initiate, develop and present authoritative analyses of complex contract labor issues.
CO:LR4:02 Leadership, Advice Pertaining to Labor Issues	Expert skill and ability to provide reliable leadership and advice on labor issues affecting acquisitions, installations, or operations at the Command level.
CO:LR4:03 Communicating in an Adversarial Environment	Expert skill and ability to communicate during intense adversarial situations with all levels of interested parties, determining potential resolutions and bring the parties to a peaceful conclusion.
CO:LR4:04 Knowledge of Procurement and Contract Labor Standards Regulations and Statutes	Expert knowledge and understanding of procurement and contract labor standards regulations and statutes. Proven ability to apply appropriate course of action to complex situations.
CO:LR4:05 Labor-Management Relations	Expert working knowledge and skill in application of regulations, statutes, and executive orders relating to private and public sector labor-management relations, case law and applicable application. Expert ability to establish and implement Command policy on contractor management lab.
CO:LR4:06 Negotiations	Expert skill and ability to negotiate and reconcile differences among contractor, management, labor and Government, often in adversarial conditions.
CO:LR4:07 Labor Investigations	Expert skill and ability to assist and direct others to resolve complaints, congressional inquiries and to conclude full and multiple investigation cases. Knowledge and experience to establish command policy on contract labor enforcement programs and procedures.
CO:LR4:08 Management Representation	Expert knowledge and ability to represent management in highly complex, significant contract labor standards issues. Expert ability to support and represent management in both administrative and judicial forums.
CO:LR4:09 Administrative and Appellate Litigation Forums	Expert working knowledge of administrative and appellate litigation forums, processes and requirements.
CO:LR4:10 Bargaining Unit Determination/Recognition	Expert skill and ability to determine bargaining unit jurisdiction and successorship under labor-relations and procurement statutes. Basic knowledge of bargaining unit organizing processes.
CO:LR4:11 Impasse Resolution Processes	Expert knowledge, skill and ability in using impasses resolution processes including mediation and arbitration.
CO:LR4:12 Collective Bargaining Processes	Expert knowledge, skill and ability in handling significant collective bargaining efforts having major impact.



## EDUCATION: All Levels

As of October 1, 2000, new entrants into the 1102 series or military occupying a DAWIA acquisition billet must have both a baccalaureate degree AND 24 business semester hours.

For those in the 1102 series or military occupying a DAWIA acquisition billet prior to 1 October 2000, only ONE of the following must be met:

- Baccalaureate degree or at least 24 semester hours among: accounting, law, business finance, contracts, purchasing, economics, industrial management, marketing, quantitative methods, organization and management. (DANTES or CLEP equivalency exams may be included)
- At least 10 years of acquisition experience (as of 1 Oct 1991)

DAWIA Level I	GS 1102-5/8, 01- 03
Experience	<ul style="list-style-type: none"> <li>■ One year of contracting experience</li> </ul>
Training	<ul style="list-style-type: none"> <li>■ CON 101* Basics of Contracting</li> <li>■ CON 104* Basics of Contract Pricing</li> <li>■ CON 237 Simplified Acquisition Purchasing (SAP)</li> <li>■ CTC 419 Small Business Program and Required Sources</li> <li>■ CTC 337 Facilities Support Contracting</li> <li>■ CTC 466 Architect Engineer Fixed Price Contracting</li> <li>■ SPS, FIS, E-SOL, NAFI Training</li> </ul>
Continuing Education/ Continuous Learning	<ul style="list-style-type: none"> <li>■ IT Courses; Microsoft Office (Power Point, Word, Excel, Project and Access)</li> <li>■ CECOS Public Works Management</li> <li>■ CECOS ROICC Management</li> <li>■ CECOS Construction Technology for Non-Engineers</li> <li>■ Basic ISO 9000 Training</li> </ul>
Developmental Assignment	<ul style="list-style-type: none"> <li>■ Enter into a mentor relationship with a senior 1102</li> </ul>

\*Mandatory DAWIA courses for Certification



DAWIA Level II	GS 1102-9/12, 04
<b>Experience</b>	<ul style="list-style-type: none"> <li>Two years of Contracting experience (Four years desired)</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>Graduate studies in business administration or procurement (desired)</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>CON 202* Intermediate Contracting</li> <li>CON 204* Intermediate Contract Pricing</li> <li>CON 210* Government Contract Law</li> <li>CON 243 A&amp;E Contracting</li> <li>CON 244 Construction Contracting</li> <li>CTC 415 Source Selection Technical Evaluation Board</li> <li>CTC 422 Application of Labor Laws to Federal Contracts</li> <li>CTC 423 Environmental Cost Reimbursement Contracting</li> <li>Performance Based Contracting</li> </ul>
<b>Continuing Education/ Continuous Learning</b>	<ul style="list-style-type: none"> <li>NEI I &amp; II</li> <li>DACM Federal Appropriation Law</li> <li>DACM Negotiation Strategies</li> <li>DACM Managing Projects In Organizations</li> <li>DACM Seven Habits of Highly Effective People</li> <li>DACM Managing Projects in Organizations</li> <li>DACM Facilities and Construction Project Management</li> <li>WEB Technology</li> <li>Commercial Activities A-76</li> <li>Utility Privatization</li> <li>PPV Alternative Financing</li> <li>Cooperative Agreements and Grants</li> <li>Design Build</li> <li>Presentation Skills</li> <li>Contingency Contracting</li> <li>Comptroller's Course</li> </ul>
<b>Developmental Assignment</b>	<ul style="list-style-type: none"> <li>LDI (Desired)</li> <li>Developmental Rotation to Different Command Office EFD/EFA/ROICC</li> </ul>

\* Mandatory DAWIA Courses for Certification



DAWIA Level III	GS 1102-13/15, 05 and above
<b>Education</b>	<ul style="list-style-type: none"> <li>▪ Master's degree in Business Administration or Procurement (Desired)</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>▪ Four years of contracting experience (Eight years Desired)</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>▪ CON 301* Executive Contracting</li> <li>▪ CON 333* Management for Contracting Supervisors</li> <li>▪ CTC 501 NAVFAC Executive Update (Proposed FY02)</li> </ul>
<b>Continuing Education/ Continuous Learning</b>	<ul style="list-style-type: none"> <li>▪ IT Courses</li> <li>▪ E- Commerce</li> <li>▪ NEI III</li> <li>▪ DoN Capital Hill Workshop (formerly NEI IV)</li> <li>▪ DACM Leading Organizational Change</li> <li>▪ Activity Based Costing / Activity Based Management</li> <li>▪ Performance Management</li> <li>▪ Financing</li> <li>▪ Balanced Scorecard (Performance Assessment)</li> <li>▪ Team Building, Coaching, Conflict Management</li> <li>▪ Return on Investment</li> <li>▪ Risk Management</li> </ul>
<b>Developmental Assignment</b>	<ul style="list-style-type: none"> <li>▪ Rotational Assignments to Higher Echelon Command Including Other NAVY SYSCOM</li> <li>▪ Rotational Assignment to NFACT as Instructor</li> <li>▪ LDI (Desired)</li> <li>▪ Federal Executive Institute (FEI)</li> <li>▪ OPM Executive Seminar's</li> </ul>

\* Mandatory DAWIA Courses for Certification





Specialized Training	Utility/Energy Acquisition GS 1102-13/15
Continuing Education	<ul style="list-style-type: none"> <li>▪ <a href="http://www.hq.usace.army.mil/ISD/util">www.hq.usace.army.mil/ISD/util</a></li> <li>▪ <a href="http://www.bus.msu.edu/ipu/">www.bus.msu.edu/ipu/</a></li> <li>▪ <a href="http://www.learningforlife.fsu.edu/naruc/">www.learningforlife.fsu.edu/naruc/</a></li> <li>▪ <a href="http://www.naruc.org">www.naruc.org</a> - click on resource, education; then New Mexico State University for yearly seminar</li> <li>▪ Federal Energy Management Program (FEMP) Training Courses and Conferences</li> <li>▪ World Energy Engineering Congress (WEEC) Conferences</li> </ul>
Developmental Assignment	<ul style="list-style-type: none"> <li>▪ Rotational Assignments to OSD (I&amp;E), ASN (I&amp;E), HQ, NFI, Federal Energy Regulatory Commission, Department of Energy</li> <li>▪ LDI (Desired)</li> </ul>

Specialized Training	Labor Advisor GS-1101-13/15
Education	<ul style="list-style-type: none"> <li>▪ B.S. degree in Business Administration or Labor Law (desired)</li> </ul>
Experience	<ul style="list-style-type: none"> <li>▪ Four years or more Contracting Experience or Three Years of Labor Experience                             <ul style="list-style-type: none"> <li>▪ Labor Compliance and Enforcement: ROICC Office</li> <li>▪ Department of Labor Investigator Experience</li> </ul> </li> </ul>
Training	<ul style="list-style-type: none"> <li>▪ CTC 422 Application of Labor Laws to Federal Contracts</li> <li>▪ DAWIA Contracting Level I and II Mandatory Classes</li> <li>▪ CECOS ROICC Management Course</li> <li>▪ George Washington University Labor Course</li> </ul>
Continuing Education	<ul style="list-style-type: none"> <li>▪ Taft-Hartley Act, National Labor Relations Act</li> <li>▪ Department of Labor Wage and Hour Basic Investigation Training</li> <li>▪ Attend Department of Labor Prevailing Wage Conference</li> <li>▪ Federal Mediation and Conciliation Service Courses (FMCS)</li> <li>▪ Conflict Management</li> <li>▪ Labor Law</li> </ul>
Developmental Assignment	<ul style="list-style-type: none"> <li>▪ Apprenticeship with Senior Labor Advisor</li> <li>▪ Rotation Assignment - Department of Labor (District Office)</li> </ul>

Specialized Training	Special Venture Acquisition GS-1101-13/15
<b>Continuing Education</b>	<ul style="list-style-type: none"> <li>▪ National Council Housing Development Finance Training Program</li> <li>▪ Urban Land Institute Real Estate Development Training Program</li> <li>▪ <a href="http://www.uli.org/indexjs.htm">http://www.uli.org/indexjs.htm</a></li> <li>▪ Basic Real Estate Course</li> <li>▪ Acquisition Professional Training</li> </ul>
<b>Developmental Assignment</b>	<ul style="list-style-type: none"> <li>▪ Rotation Assignment – Housing, Real Estate, Base Development, MILCON, ASN (I&amp;E)</li> </ul>
Specialized Training	Small Business Specialist GS 1102-13/15
<b>Continuing Education</b>	<ul style="list-style-type: none"> <li>▪ Attendance at Procurement and SB conferences, SB Workshops (NCMA, Small Business Council)</li> <li>▪ Facilitator Training</li> <li>▪ DoD Alternative Disputes Resolution Course</li> <li>▪ Program Management Training</li> <li>▪ Public Speaking and Motivational Speaking</li> <li>▪ Interview Training</li> </ul>
<b>Developmental Assignment</b>	<ul style="list-style-type: none"> <li>▪ Rotational assignment to work on a specific project at a local SBA district, Area Office, or SBA HQ.</li> <li>▪ Rotational Assignment to a Small Business or Large Business Firm, NISH office, ASN Small Business Labor Advisor, Other Agency Small Business Office</li> <li>▪ Establishment of Mentor-protege in Local Command</li> <li>▪ Participation in local SB Conferences</li> </ul>



Community Management policies and procedures will be communicated to the ACQ community through the designated ACQ Community Management representatives. Bob Griffin is the Community Manager for the ACQ Community.

HQ	Bob Griffin
LANTDIV	Dave Lamoureux
SOUTHDIV	Merve Shreve
SWDIV	Bob Brower
PACDIV	Dwayne Teal
NFI	Louise Slates
HQ CM Liaison	Mike Howard

In addition, this community management plan will be posted on the NAVFacilitator. All official ACQ Community Management policies will be posted on the ACQ Community Management section of the ACQ Homepage.

ACQ Community Management communications will also be executed through strategic discussions by the Head: Strategic Programs and Community Management office with senior NAVFAC Product Line Leaders. These meetings include community development topics and will continue to stress community management as NAVFAC implements the five-step community management process found in NAVFAC's Community Management CONOPS. A sample screenshot of the ACQ Homepage is shown below.

